COMMITMENT

2017 REPORT TO THE COMMUNITY
A NOTE FROM
THE PRESIDENT AND CEO

Long before the most recent attempts by government to reform health care, the Froedtert &
the Medical College of Wisconsin health network was focused on value, access and superior
quality. We remain steadfast in our commitment to those principles even as uncertainty and
change continue to swirl on national, state and local levels.

In this time of transformation, we lead with our strengths: exceptional health care grounded
in academic medicine, a diversity of services and access points, strong partnerships and
community connections.

We are leaders in shifting health care from traditional, hospital-based care to a more accessible,
cost-effective mosaic of services tailored to individuals. In addition to our nearly 40 health
centers and clinics, we offer a 24/7 virtual clinic, workplace clinics and a growing array of
digital health tools. We continue to believe that “the right care in the right place at the right
time” is the formula for delivering high-quality medicine that is accessible, cost-effective
and appropriate.

Doing what’s right for our patients is a commitment that drives our decisions every day.
You can find it in the faces of our nurses, in the touch of a hand, in the sound of a
reassuring voice. It is evident in the recognitions we consistently receive from respected
organizations. In 2017, Froedtert Hospital ranked third among the nation’s academic
medical centers participating in a comprehensive study by Vizient. Vizient’s stringent, highly
reputable analysis is our “true north” out of the dozens of health care quality rankings you
may hear about.

Our commitment to our mission is unwavering: to our patients, our communities, and our
partners. Working together, we can have a meaningful, sustainable impact on the quality
of life in our community.

Wishing you well,

Catherine Jacobson
President and CEO, Froedtert Health
VISON

Froedtert & the Medical College of Wisconsin will be the region’s premier health network by demonstrating superior value through an academic-community partnership and aligning health care delivery across the region.

MISSION

Froedtert & the Medical College of Wisconsin advance the health of the communities we serve through exceptional care enhanced by innovation and discovery.

VALUES

Partnership: Partnering with patients, families and other organizations; collaborating with co-workers and colleagues
Responsiveness: Meeting the needs of the community in prevention, wellness and providing integrated care
Integrity: Building trust; using resources wisely
Dignity and Respect: Creating an inclusive and compassionate environment for all people
Excellence: Demonstrating excellence in all we do

2017 Contributions to the Community

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Community Health Improvement Services</td>
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<tr>
<td>Health Professions Education</td>
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<tr>
<td>Subsidized Health Services</td>
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<td>Research</td>
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<td>Financial and In-Kind Contributions</td>
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<td>Community-Building Activities</td>
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<td>Community Benefit Operations</td>
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<td>Financial Assistance</td>
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<tr>
<td>Government-Sponsored Health Care</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$196,155,046</strong></td>
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BY THE NUMBERS

As of June 30, 2017

Froedtert & MCW Health Network

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>Beds</td>
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<tr>
<td>Patient Admissions</td>
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<td>Patient Days of Care</td>
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<td>Outpatient Visits</td>
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<td>Physician Clinic Visits</td>
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<td>Emergency Visits</td>
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<td>Level I Trauma Center Patients Evaluated</td>
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<td>Average Daily Census</td>
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<tr>
<td>Intensive Care Units: Number of Units</td>
<td>7</td>
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<tr>
<td>Intensive Care Units: Number of Beds</td>
<td>113</td>
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<tr>
<td>Births</td>
<td>4,232</td>
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<td>Physicians</td>
<td>2,518</td>
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<tr>
<td>Nurses</td>
<td>3,334</td>
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<td>Staff</td>
<td>11,754</td>
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<td>Volunteers</td>
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Financial data, while unique to the Froedtert & MCW health network, is based on reporting methodology similar to that used by Catholic Health Association of the United States and VHA Guide for Planning and Reporting Community Benefit. All patient care figures reflect the actual cost of care. Data based on unaudited numbers available at the time of report printing.

Not reflected in the above totals is over $10.2 million in community health improvement activities and financial assistance provided by Froedtert & MCW Community Physicians and funded by Froedtert Health. When these funds are included in the above totals, Froedtert Health's total contribution to the community exceeds $200 million.

All funds in the above totals do not reflect the contributions and community health improvement activities provided separately by the Medical College of Wisconsin.
PART I: OUR COMMITMENT to Delivering Quality Health Care

 Delivering the highest quality health care in the right place at the right time is at the heart of everything we do at the Froedtert & the Medical College of Wisconsin health network. We strive to meet the needs of every patient while delivering the best in both primary and specialty care. Our innovative treatment options, advanced technology and access to cutting-edge research and clinical trials give our patients more options to prevent, diagnose and treat any disease.

Comprehensive Cancer Treatment Options, Clinical Trials and Research Set Us Apart

In-Depth Cancer Expertise: Exceptional Cancer Care

Today, cancer diagnosis and effective treatment are more complex than ever, requiring physicians who have in-depth expertise in specific types of cancer to elicit the best outcomes. Even if you have a prevalent type of cancer like breast, colorectal, lung or prostate cancer, the most effective therapy could involve a level of expertise previously associated with the rarest diseases. This is because our knowledge about cancer and how best to treat it is growing. More than ever, we are defining cancers by their genetic sub-types, and molecular typing is helping us develop more effective therapies through an approach called precision medicine. But that means the most effective treatment is also more intricate because it is now designed for the individual. In addition, recent innovations are expanding treatment opportunities. Immunotherapy is just one example. It harnesses a person’s own immune system to destroy cancer cells. Immunotherapy requires uncommon expertise, but it is not just for uncommon cancers. It is already proving effective against melanoma and certain lung cancers.

Physicians throughout the Froedtert & MCW Cancer Network pioneer advances like these in every facet of treatment. Whether it is drug therapy, radiation therapy or cancer surgery, our specialists are developing precisely targeted treatments that improve care for all cancer patients. Creating personalized treatments for every cancer patient is the driving force behind all we do.

Our cancer physicians have expertise in today’s advanced diagnostics and treatment options. And because they devote their time to patient care and research into specific cancers, they have quick access to the latest scientific advancements, sometimes before these new treatments are widely available. Our Cancer Network offers advanced care close to home, while assuring that our patients have access to the latest in precision cancer medicine from the only academic medical center in eastern Wisconsin.
Consuelo Montes De Oca’s breast cancer diagnosis in July 2017 was scary and overwhelming because as a Spanish-speaking patient, she knew she would need help navigating her appointments and treatment at Froedtert Hospital’s Clinical Cancer Center.

When Consuelo comes to the Clinical Cancer Center for chemotherapy, fluid administration or other appointments, she is assigned an interpreter through the Language Services Department. Language Services’ goal is to provide timely, reliable and high-quality interpreter services to patients who have limited English proficiency. “We are the human side of communication, making patients feel less afraid and advocating for them when necessary,” said interpreter Raul Romo.

Consuelo also meets with Yvonne Montero, American Cancer Society patient navigator at Froedtert Hospital, who stays with her during her various appointments to make sure her questions are answered and she has all the resources she needs as her treatment moves forward. “I give Consuelo information in Spanish about breast health and clinical trials,” Montero said. “I also provided her with a wig when she needed it.”

Consuelo is grateful she will continue to receive these services with her upcoming surgery and radiation therapy. “I am sharing personal and intimate things so it’s important to have someone I trust,” Consuelo said. “The interpreters and Yvonne always make sure I am comfortable and don’t miss anything. And everyone here knows me now and is so nice!”

Radiologists within the Cancer Network are treating certain cancer patients with Radixact, the next-generation TomoTherapy platform. With megavoltage computed tomography imaging guidance, this new technology directs just the right dose of radiation to a tumor while substantially decreasing the dose to surrounding healthy tissues.

Radixact is available for treating most types of cancer and may even be appropriate for some patients who have had radiation therapy previously. That hasn’t always been true due to the risk of exposing critical structures like the spinal cord to radiation that moves beyond the target zone. With Radixact’s precision, radiation therapy is delivered only where it needs to go. Radixact is also faster, providing effective treatment in a fraction of the time and requiring fewer sessions than before. That means more convenience for patients who must fit treatment into busy lifestyles.
Clinical research requires physicians with specialty expertise, highly trained nurses and clinical staff and appropriate resources. Froedtert Hospital’s Clinical Cancer Center is one of the few patient care centers in the nation with a dedicated cancer research center.

The Nicholas Family Foundation Translational Research Unit (TRU) is staffed by specially trained cancer treatment nurses and designed for the optimal care of patients in clinical trials.

Since it opened in 2013, the TRU has served more than 500 patients, accounting for more than 6,000 visits.

The TRU focuses on translational research — the process of bringing new scientific discoveries from the laboratory to patient use. This research takes the form of early phase clinical trials (phases I and II) conducted among a small number of patients.

Clinical trials to test new treatments involve a series of steps called phases (I-IV). Early phase clinical trials help physicians understand how a new drug or other treatment works within a patient population by assessing safety, tolerable dose range, side effects and effectiveness. If a new treatment is successful in one phase, it proceeds to further testing in the next phase.

LEUKEMIA CLINICAL TRIAL EXAMINES IF AND WHEN PATIENTS IN REMISSION CAN DISCONTINUE MEDICATION

Chronic diseases demand continuing attention. Sometimes, that may be nothing more than a daily medication.

“Medication has side effects, and even if they are mild, you may not consider them mild if you are taking a pill for the rest of your life,” said Ehab Atallah, MD, hematologist/oncologist and leukemia specialist with the Cancer Network.

With that in mind, Dr. Atallah initiated a National Institutes of Health-funded study for patients with chronic myelogenous leukemia (CML), a blood cancer which is commonly treated with oral medication.

Previous research in France suggested that some patients were able to discontinue medication and remain in remission, but no such study had ever been conducted in the United States. In September 2014, a study was launched at 15 sites across the nation. Patients who had been on medication for at least three years and in remission for at least two stopped taking their drug.

“We collect blood samples and, using information patients provide, are working to determine who can and cannot stop drug treatment,” Dr. Atallah said. “Right now, we can’t explain why some patients are able to discontinue medication and not relapse, while others do.”

He will present his findings in 2018 after a follow-up with the participants. “CML is a rare disease, and we need to keep working with experts to understand it better,” Dr. Atallah said. “We now have a consortium of 17 sites around the country working to cure this disease.”
When an adult suffers a traumatic injury, Froedtert Hospital’s adult Level I Trauma Center is ready to respond 24 hours a day. The Trauma Center combines the latest technology with exceptional staff to provide the highest level of care to trauma patients in the region.

It is the only adult Level I Trauma Center in eastern Wisconsin, meaning it provides the highest level of specialty expertise and meets strict national standards. Specialized teams, facilities and equipment are available around the clock, 365 days a year, to treat life-threatening injuries.

A trauma center is not the same as a hospital emergency department; emergency services are one part of a comprehensive trauma program. A Level I facility must have capabilities addressing the entire care spectrum, from injury prevention to rehabilitation.
TWO JUDGES BONDED BY GIFT OF LIFE

Milwaukee Court Municipal Judge Derek Mosley received the gift of life from his best friend and fellow judge, JoAnn Eiring, when she donated her kidney to him in July 2016.

Mosley was diagnosed with renal failure in September 2014 and spent two years undergoing dialysis seven days a week, 10 hours a day. He told very few people about his illness, only his family and close friends. One of the first people he told that he needed a new kidney was Eiring, a Town of Brookfield municipal judge. Eiring did not hesitate to get tested, and she came back a perfect match for Mosley despite the pair being different races and sizes.

On July 20, 2016, the transplant went smoothly for Mosley and Eiring, and as soon as the surgery was over, Mosley immediately felt better. Both felt so good that in January 2017, they took part in the Rose Bowl parade in Pasadena, California, as national faces of organ donation on the Donate Life America float.

Kidney transplant recipient Derek Mosley gets ready to walk in the 2017 Rose Bowl parade with his donor and friend JoAnn Eiring.

50 Years of Saving Lives Through Organ Transplantation

The Transplant Center at Froedtert Hospital offers exceptional care for adults who need heart, lung, liver, kidney and pancreas transplants. Our comprehensive adult transplant programs offer survival rates that meet or exceed national benchmarks. Since performing our first transplant in 1967, our program has given more than 5,000 people a new chance at life.

The Transplant Center is a joint program of Froedtert & MCW and Children’s Hospital of Wisconsin, with vital support by BloodCenter of Wisconsin for tissue typing and research initiatives. This strong collaboration offers significant advantages when choosing the care team for a complex transplant procedure that will require a lifetime of care.

When patients undergo a transplant, all aspects of life are affected — for the rest of their lives. Guided by compassion and experience, our team of transplant experts becomes like family, helping patients and loved ones master life before, during and after transplant. Through education, clinical care, social work, psychology, financial counseling, follow-up care and other services, our team works with patients to help them live life to the fullest.

Transplant Program Outcomes

Transplant Center a Regional Leader in Organ Transplant Care

Adult Patient Survival Rate — Three Year Liver Transplant

<table>
<thead>
<tr>
<th>Froedtert Hospital</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>94.21%</td>
<td>93.6%</td>
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Source: Scientific Registry of Transplant Recipients, srtr.org, July 2017

Adult Patient Survival Rate — Three Year Kidney Transplant, Combined*

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<th>Froedtert Hospital</th>
<th>National Average</th>
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<tr>
<td>94.47%</td>
<td>93.61%</td>
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* Combined outcome data includes both living and deceased donor transplants.

Source: Scientific Registry of Transplant Recipients, srtr.org, July 2017

Adult Patient Survival Rate — Three Year Heart Transplant

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<th>Froedtert Hospital</th>
<th>National Average</th>
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<tbody>
<tr>
<td>87.5%</td>
<td>85.22%</td>
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Source: Scientific Registry of Transplant Recipients, srtr.org, July 2017

Adult Patient Survival Rate — Three Year Lung Transplant

<table>
<thead>
<tr>
<th>Froedtert Hospital</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>93.33%</td>
<td>71.9%</td>
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Source: Scientific Registry of Transplant Recipients, srtr.org, July 2017
Our Innovative Programs and Treatment Options Improve Health and Quality of Life

Enhanced Care Program
Care Team Model

ENHANCED CARE PROGRAM HELPS HIGH-RISK PATIENTS STAY HEALTHY

The Enhanced Care Program offers complete, patient-centered primary care to patients with chronic and complex health conditions. Each patient is assigned to a multidisciplinary team made up of internal medicine specialists, advanced practice providers, medical assistants, pharmacists, registered nurse coordinators, licensed social workers and community care coordinators. Patients enrolled in the program are equipped with a broad set of resources, including medication reconciliation and management, home health visits and counseling and psychiatric care. The goal of this program is to deliver high quality and efficient care by helping each patient improve his or her health by breaking down barriers and coordinating health care.

Sensor-Equipped Medications Provide Feedback

The era of digital medicine has arrived with Proteus Discover. Combining medication with an ingestible sensor and an adhesive patch, Proteus Discover uses an innovative app to provide information to the patient. The tool helps people take more control of their health through a better understanding of their medications, including when to take them and their impact.

Proteus Discover incorporates an FDA-approved, pinhead-sized ingestible sensor made up of minerals that generate a small electrical signal within the stomach. A wearable sensor patch, also FDA-approved, receives the signal and sends it to a mobile device. Patients see a schedule for the day, with colors and circles that correspond with the colors of their pills, as well as receive positive feedback when they take their medication.

Patients enrolled in the Proteus Discover program, which is being prescribed for people with complex metabolic syndrome, hepatitis C and heart failure, can also share information with their care team. It turns the simple act of taking a pill into a 24/7 service. Froedtert & MCW physicians have been prescribing Proteus Discover for more than a year and have seen positive outcomes with patients who have been treated for diseases such as hepatitis C and diabetes.

LUNG CANCER SCREENINGS DETECT LUNG NODULES BEFORE THEY CAUSE SYMPTOMS

Detecting lung cancer at an early stage has been shown to improve survival.

Lung cancer screening consists of an imaging exam called a low-dose computed tomography (CT) scan. The low-dose radiation is less than one-fourth the radiation of a regular CT scan.

The low-dose CT scan can find the tiniest of lung nodules long before they cause symptoms. The scan can also find emphysema, coronary artery calcium (risk of heart attack), other cancers, and additional lung and heart conditions, such as lung scar tissue or an enlarged heart.

The American College of Radiology (ACR) has designated Froedtert Hospital as an accredited lung cancer screening center. The ACR has also recognized Froedtert Hospital as a Diagnostic Imaging Center of Excellence — the first organization in the Midwest and eighth in the nation to achieve this honor.

Additionally, Froedtert Hospital is recognized by the Lung Cancer Alliance as a Screening Center of Excellence for its commitment to responsible lung cancer screening carried out with the highest attention to patient safety and eligibility. Froedtert Hospital complies with national best practice standards for screening quality, radiation dose and providing diagnostic procedures within an experienced multidisciplinary clinical setting.
While undergoing chemotherapy in January 2017 for Burkitt lymphoma, a rare and aggressive form of blood cancer, Enrique Rivera started to run a fever one evening — a risky situation for a man with a weakened immune system. He knew it was important to get care quickly. When he called the office of his hematologist/oncologist to ask about the best course of action, he was referred to the 24-Hour Cancer Clinic at Froedtert Hospital where he received specialized care quickly from providers who specialize in oncology.

“At the 24-Hour Cancer Clinic, I received IV fluids for dehydration, medication for the fever and a blood transfusion right away,” said the 29-year-old Milwaukeean. He was diagnosed on Christmas Eve in 2016, two weeks after starting work as a technician at the Clinical Cancer Center. “The staff worked closely with my oncologist. After I was stabilized, I was admitted to the hospital, and I stayed for a week.”

Prompt treatment is essential for patients who have suppressed immune systems. Infections can spread rapidly, and the clinic allows patients to be seen by a cancer clinician and begin treatment promptly. The 24-Hour Cancer Clinic staff provides specialized, urgent care for cancer patients that is especially helpful when a test, antibiotics or a blood transfusion are needed.

During the day, care is guided by a patient’s cancer team as usual. After business hours, oncology nurse practitioners and physician assistants provide care in the 24-Hour Cancer Clinic, consulting with oncologists as needed. Since opening in November 2016, the 24-Hour Cancer Clinic has handled more than 750 after-hours visits from cancer patients.

In February 2017, Enrique again visited the 24-Hour Cancer Clinic, this time for a blood transfusion. And now, after several months of treatment, his cancer is in full remission.

“I’m really grateful for the 24-Hour Cancer Clinic,” he said. “The staff is amazing. Their passion for what they do is outstanding. On a scale of one to 10, I’d give them a 10.”

CUTTING-EDGE MENINGITIS TEST PROVIDES FASTER DIAGNOSIS, MORE ACCURATE TREATMENT

Thanks to a new test evaluated by Medical College of Wisconsin researchers and implemented at Froedtert Hospital, patients suspected of contracting meningitis — a potentially fatal disease that demands quick detection — are getting diagnosed significantly faster, with treatments tailored to the specific infecting organism.

In less than two hours, the test pinpoints whether the meningitis is viral, bacterial or fungal.

“The old tests, which usually required growing bacterial cultures, took up to three days,” said Nathan Ledeboer, PhD, MCW assistant professor of pathology and medical director, microbiology, at Froedtert Hospital. “Meningitis is a life-or-death infection. Every hour counts.”

Meningitis is an inflammation of the membranes that cover the brain and spinal cord. Blake Buchan, PhD, MCW assistant professor of pathology, said symptoms include headache, stiff neck, nausea and sensitivity to light. Ironically, the new test was used last summer to confirm Buchan had contracted viral meningitis, unrelated to his research.

“‘The test gives patients a faster route to appropriate therapy,” he said. “The symptoms for different kinds of meningitis are basically the same, but treatments are different. It’s very beneficial to quickly determine the type with certainty.”

In the past, doctors would run through a mental checklist of likely causes and order specific tests to confirm their suspicions. But without the right test, the cause could go undetected longer. Buchan said bacterial cultures are, at best, 70 to 80 percent effective in detecting meningitis causes.

The new test detects all types of meningitis — a medical one-stop shop. “That’s transformative,” Ledeboer said. “An advantage is that it looks for things we may not have considered.”
Froedtert Hospital has affiliated with Cleveland Clinic’s Heart & Vascular Institute, ranked No. 1 in the nation for heart care since 1995 by U.S. News & World Report. This affiliation provides access to Cleveland Clinic’s best practices in cardiac care. While each organization remains independent, our affiliation with Cleveland Clinic’s Heart and Vascular Institute strengthens all elements of heart care to provide the highest level of cardiac care in our community.

With this affiliation patients benefit from:

• Access to the best practices that have helped Cleveland Clinic’s heart program achieve U.S. News & World Report’s No. 1 heart care ranking every year since 1995

• The ability to stay close to home for their heart care, while being treated by Froedtert & MCW cardiac specialists collaborating with Cleveland Clinic on the latest treatments available

• Froedtert & MCW specialists who have access to Cleveland Clinic research and protocols related to all heart care

• Collaboration between Cleveland Clinic and Froedtert & MCW staff when dealing with complex medical situations and using the newest technologies and innovations

• Sharing of best practices related to all cardiac care

• Even more experts weighing in on the best treatment options for individual cases

APP DEVELOPED AT MCW HELPS MONITOR BRAIN FUNCTIONS DURING SURGERY

An app developed by the Medical College of Wisconsin in partnership with the University of Wisconsin-Milwaukee gives surgeons a new tool to monitor brain function during surgery. Designed for operating room use on an iPad, the NeuroMapper app generates tests that the surgical team gives patients during brain surgery to “map” the brain’s terrain.

“The goal of brain mapping during surgery is to locate important functional areas of the brain and avoid them so patients have less risk of developing cognitive changes from the surgery,” said neuropsychologist and app developer David Sabsevitz, PhD.

To preserve important areas, surgeons awaken patients during surgery and test their language and other functions. In the past, this involved bringing props such as photos into the operating room, which had some limitations. NeuroMapper allows the surgical team to test a wide range of functions and record patient responses. To determine if these responses predict outcomes, Dr. Sabsevitz is establishing a research consortium of academic medical centers around the nation, which will use NeuroMapper in brain surgeries and share their data. This should yield more systematic brain mapping protocols across the field, Dr. Sabsevitz said. “It could change the way we do things in the operating room.”

NeuroMapper was built by the App Brewery at UWM, which provides students with hands-on experience with app development.
PART II: OUR COMMITMENT
to Assuring Access to Care

The Froedtert & the Medical College of Wisconsin health network is committed to providing exceptional care to residents of southeastern Wisconsin by offering the right care at the right place at the right time. To meet this goal, we not only provide convenient locations throughout the region, we also partner with the communities we serve to reach residents who have limited access to affordable health care. Through community engagement and diversity initiatives, we are able to focus on the health and well-being of those in our communities and beyond.

Expanding To Meet Patients in the Right Place

New Locations, Affiliations

MEQUON HEALTH CENTER
The Froedtert & MCW Mequon Health Center opened in October 2017. The 92,000-square-foot health center is located on Port Washington Road, just north of Mequon Road. It offers primary care and urgent care with extended hours, along with a wide range of specialty care, imaging and laboratory services. The center has a special emphasis on sports medicine, orthopaedics and spine care, a walk-in clinic for acute orthopedic injuries and a state-of-the-art sports performance and training facility.

“We strive to provide the right care in the right place at the right time,” said Mark Lodes, MD, vice president and chief medical officer, Froedtert & MCW Community Physicians. “Many of our patients come from the Mequon area, and they told us they want high-quality care that’s convenient and fits their lives. The Mequon Health Center is designed to deliver on that, offering health care that’s close to home with a streamlined connection to the Froedtert & MCW academic medical center if needed.”

MCKINLEY HEALTH CENTER
As part of a long-term commitment with the Milwaukee community, Froedtert & MCW McKinley Health Center, in the heart of downtown Milwaukee, brings convenient access to primary care and other vital health services. The site, located at North 6th Street and McKinley Avenue, opened in November 2017.

“The McKinley Health Center is our first in the heart of the city,” said Cathy Jacobson, president and chief executive officer of Froedtert Health. “Making a significant, sustainable difference in the health and quality of life of Milwaukeeans is central to our mission as a health care organization and a corporate citizen. With this health center, we improve access to care right where people live and work, and we help connect them to the deep expertise of the Froedtert & MCW academic medical center if advanced care is needed.”

OAK CREEK LOCATION
A new Froedtert & MCW health center in the Drexel Town Square development offers primary and specialty care and urgent care services, as well as an outpatient surgery center and cancer services. The center’s offerings reflect our goal to provide health care that responds to the needs and preferences of the community and to assure convenient, cost-effective outpatient care close to home. The facility opened in early 2018.

NEW HEALTHY CONNECTION
On Oct. 1, 2017, Froedtert Health entered into an agreement with the former United Hospital System to expand our relationship, giving patients of the two health systems more access to high-quality, coordinated care. This alignment expands an affiliation that has been in place between the organizations since 2001.

Under the new agreement, United Hospital System changed its legal name to Froedtert South and provides health care services under the brand name of the Froedtert & MCW health network. The hospital campuses are identified as the Froedtert & the Medical College of Wisconsin Kenosha Medical Center Campus and the Froedtert & the Medical College of Wisconsin St. Catherine’s Medical Center Campus.

They have adopted Froedtert & MCW’s quality protocols and best practices and will implement our instance of the Epic electronic health record. This means they will uphold the same level of quality in Kenosha and Pleasant Prairie that patients expect from existing Froedtert & MCW hospitals and health centers.

As Froedtert South, they will continue to operate as a locally led organization, retaining their current health system departments and administrative services, medical group leadership and credentialing.

Both the Mequon and McKinley Health Centers were designed to respond to the trend toward digital health care. Technology options, such as virtual consults and e-visits, were incorporated into the design.
The Froedtert & MCW regional health network is a partnership between Froedtert Health and the Medical College of Wisconsin supporting a shared mission of patient care, innovation, medical research and education. Our health network operates eastern Wisconsin's only academic medical center and adult Level I Trauma Center at Froedtert Hospital, Milwaukee, an internationally recognized training and research center engaged in thousands of clinical trials and studies. The Froedtert & MCW health network, which includes five hospitals, more than 1,600 physicians and nearly 40 health centers and clinics, draws patients from throughout the Midwest and the nation. In our most recent fiscal year, outpatient visits exceeded 1.1 million, inpatient admissions to our hospitals were 49,250 and visits to our network physicians totaled 932,000. For more information, visit froedtert.com.
Going Outside the Box to Reach Out

Using Technology to Help Patients Find Their Way

Inception Health is the hub for the Froedtert & MCW health network’s innovation and digital health efforts. This team works to improve the health of individuals and communities through the use of digital technology to solve key health care problems, develop new ideas and scale those solutions across the health network.

TELEMEDICINE: Telemedicine is an effective tool for remotely monitoring patients. The Virtual ICU allows remote physicians to continuously monitor ICU patients and work with the bedside providers to provide exceptional care. The health network now also offers a Virtual Clinic to provide easy access to high-quality, convenient, cost-effective care for common conditions such as flu/cold, rashes, bladder infection and more. Patients are able to use a computer, tablet or smartphone from the convenience of their home or work, 24 hours a day, seven days a week. During fiscal year 2017, there were nearly 2,500 visits to the clinic.

WAYFINDING: Froedtert & MCW Finder is a digital wayfinding tool that assists patients and visitors with finding their way to and around the Froedtert & MCW Froedtert Hospital campus. The free app is available for smartphones and provides step-by-step directions to locations throughout the campus.

HELPING EMPLOYEES STAY HEALTHY

In 2017, Workforce Health added 104 new clients to its roster, including WE Energies, Milwaukee County, Potawatomi and Network Health-Medicare. By doing this, we are helping more than 26,900 people lead healthier lives!

The School District of Greenfield held a grand opening for its on-site workplace clinic after becoming a client in 2017. Attending the event were: Mark Kapocious, School District of Greenfield; Angie Montoto, Froedtert & MCW advanced practice provider, School District of Greenfield Workplace Clinic; Patti Kneiser, vice president of employer services; Laura Swartz, manager of Workplace Clinics; Lisa Elliot, superintendent of the School District of Greenfield; and Barb Fagan, director of business development for Workforce Health.

Partnering With Local EMS for Community Health

Last year, more than 100,000 patients were seen in the four Emergency Departments of the Froedtert & MCW health network. Many of those were brought in by one of the many Emergency Medical Services (EMS) partners we work with. While patients may be transported by EMS from throughout the state, the four Emergency Departments regularly receive patients from more than 75 providers. Our Emergency Departments also act as medical control for 32 EMS providers in southeastern Wisconsin. In this role we act as a link between EMS providers and a licensed physician under whom they practice.

In addition to the direct patient care provided by our EMS partners, we are proud to work with them on a wide range of educational and community initiatives.

• Hands-Only CPR Initiative: Working with Fire/EMS, staff members teach Hands-Only CPR, a lifesaving technique that involves no mouth-to-mouth contact. The hands-only technique increases the likelihood for a person to survive a cardiac emergency that occurs outside medical settings. The technique was taught at several events, including Wisconsin State Fair, health fairs, Milwaukee Bucks games, high school career interest days and various community presentations.

• Community Events: We participate in fire department open houses, safety fairs and Night Out events. Communities involved include Menomonee Falls, Germantown, Kewaskum, Butler, New Berlin, West Bend and Wauwatosa.

• Community Paramedicine Program: A new program was created through a partnership between Froedtert & MCW St. Joseph’s Hospital and the City of West Bend Fire Department that involves West Bend paramedics following up on patients from the community that care transition coordinators at St. Joseph’s Hospital have identified at discharge as high risk for readmission. Under the medical direction of a physician and advanced practitioner, the paramedics follow up with the identified patients in their homes within 48-72 hours after discharge. The paramedics provide a safety inspection of the home, review medications and adherence, assist in making connections to community resources, monitor vitals and communicate information back to the patient’s primary care physician.
Moving Forward With Community Partners

Expanding Services at Progressive Community Health Centers

Progressive Community Health Centers now offers imaging services at its Lisbon Avenue Health Center, thanks to our investment in the Federally Qualified Health Center, demonstrating our commitment to meeting identified community health care needs.

The health center, located at 3522 West Lisbon Ave., now has an imaging services suite that includes a screening mammography system, an ultrasound system, a digital X-ray system and computer workstations. In addition to the equipment, our donation includes a two-year grant to support imaging operations. Our radiology technicians staff the new suite and images are read by MCW radiologists.

“Imaging, and mammography in particular, is essential to providing a full complement of health care services in the communities we serve and helps reduce health disparities in our city,” said Cathy Buck, president of Froedtert Hospital. “Research shows that people who live in medically underserved areas suffer disproportionately from cancer compared to other populations. Making this improvement possible is a natural next step in our continuing support of Lisbon Avenue Health Center.”

PROMISING THE FUTURE AT KATHY’S HOUSE

Froedtert Hospital has pledged $6 million toward the cost of a new building for Kathy’s House, a nonprofit hospitality house for hospital patients and families who don’t live in the Milwaukee area. Plans for the new building include an increase in the number of guest rooms and a special wing for long-term guests, such as patients who have received a bone marrow transplant and are receiving outpatient care. It will be located near the Froedtert Hospital campus.

About 1,400 people stayed at Kathy’s House last year, and it has operated at or close to capacity for several years. While Kathy’s House is open to patients and family members of any hospital, about 94 percent of its guests are patients or family members of patients at Froedtert Hospital.

People who stay at Kathy’s House are not charged for the rooms but are told that the average donation is about $40 a night for those who can afford to contribute.

Identifying At-Risk Patients with Milwaukee’s Health Care Partnership

Froedtert Health and the Medical College of Wisconsin are members of the Milwaukee Health Care Partnership, a public/private consortium dedicated to improving health care for low income, underserved populations in Milwaukee County, with the aim of improving health outcomes, reducing disparities and lowering the total cost of care. One new effort Froedtert Hospital is taking part in is the Lifecourse Initiative for Healthy Families (LIHF). This program identifies high-risk women who are receiving prenatal care in a health system clinic and connects them with primary care during and after pregnancy.

The goals of the program are to:

- Connect targeted high-risk women with primary care
- Improve health and social service navigation and coordination for the targeted women
- Improve subsequent birth outcomes
- Decrease premature births
- Decrease infant mortality

As a result of the program, local health systems have been able to provide increased capacity for care coordination. The implementation of the program, along with developing partnerships, has resulted in more women being connected to primary care.
The Froedtert & MCW health network offers 18 financial counselors who are available to help individuals enroll in the health insurance marketplace. During fiscal year 2017, these counselors received nearly 3,500 calls and helped 48 individuals in person.

Three plans offered in the marketplace include the Froedtert & MCW health network. This allows us to provide these individuals with the same options and specialties that our current patients have, including:

- The only academic medical center in eastern Wisconsin
- The only Level I Trauma Center in eastern Wisconsin
- Convenient community-based care
- An extensive network of physicians

**PROGRESSIVE COMMUNITY HEALTH CENTERS**

The Froedtert & MCW health network has a long partnership with Progressive Community Health Centers, a Federally Qualified Health Center (FQHC). The three Progressive Community Health Center locations are critical health care resources, including the location in the Washington Park community. In 2012, we pledged a $2 million grant to aid the expansion of the new Lisbon Avenue Health Center, which was completed in 2015. We funded a new imaging suite that opened at Lisbon Avenue Health Center in 2017 and brought radiology services including digital mammography, ultrasound and X-ray to patients at this location for the first time.

**COMMUNITY HEALTH WORKERS**

The Washington Park community health worker serves as a health advocate, liaison and resource expert for residents, as well as leads the health and wellness committee for the Washington Park partner organization and assists with the neighborhood food pantry. In Washington Park, this position, held by Thomasine Norrington, was funded by a partnership with Froedtert Health.

Froedtert Health also supported and funded training for the community health workers for the Living Well with Chronic Conditions course. This valuable resource will be taught in the Washington Park neighborhood to help community residents manage their chronic conditions.

**SCHOOL NURSE PROGRAM**

The school nurse program is a collaboration between Froedtert Hospital, Milwaukee Public Schools and Progressive Community Health Center. Froedtert Hospital provides a full-time school nurse for students at Westside Academy I & II, a K-8 Milwaukee Public Schools charter school serving over 300 students and their families. The nurse provides care for chronic disease as well as case management services during the school year.

In addition to the nurse services, a variety of health classes are offered on topics including violence prevention, hand washing, good touch/bad touch and anger management.

**WASHINGTON PARK NEIGHBORHOOD**

The Froedtert & MCW health network has focused on the Washington Park neighborhood for more than 10 years. Resources and programs have been designed to meet the greatest areas of need.

**REACHING OUT TO THOSE WITH THE GREATEST NEED**

**Helping Residents Make the Marketplace Work for Them**

The Froedtert & MCW health network offers 18 financial counselors who are available to help individuals enroll in the health insurance marketplace. During fiscal year 2017, these counselors received nearly 3,500 calls and helped 48 individuals in person.

Three plans offered in the marketplace include the Froedtert & MCW health network. This allows us to provide these individuals with the same options and specialties that our current patients have, including:

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- The only Level I Trauma Center in eastern Wisconsin
- Convenient community-based care
- An extensive network of physicians

**SCHOOL NURSE PROGRAM 2017 HIGHLIGHTS**

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**HOW PATIENTS FOUND US**

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**LEARN MORE**

**FROEDTERT & THE MEDICAL COLLEGE OF WISCONSIN**
Providing Care to Local Residents in Need

MENOMONEE FALLS

The Community Outreach Health Clinic (COHC) is a facility where uninsured populations at or below 250 percent of the federal poverty level can seek free medical care. The clinic is located at Froedtert & MCW Community Memorial Hospital in Menomonee Falls and serves individuals in surrounding communities.

The COHC serves people who do not have medical insurance or the ability to pay for medical care. The clinic provides quality, basic medical care with dignity and confidentiality using the services of three part-time paid nurse practitioners and over 80 health care volunteers, including physicians, nurses, pharmacists, technicians and other professional staff. In fiscal year 2017, the clinic had 743 visits.

WEST BEND

The Albrecht Free Clinic provides free medical and dental care to uninsured and underinsured residents of Washington County. Our health care providers, nurses and volunteers donate their time and expertise in order to successfully improve the quality of life and health for patients. A Froedtert Health community gift of $300,000 helped expand the dental program and a new location on Washington Street in West Bend.

During fiscal year 2017, physicians and nurses from the Froedtert & MCW health network provided 184 hours of medical care through walk-in and chronic care clinics. Radiology and lab services are provided free to Albrecht Free Clinic patients by St. Joseph’s Hospital.

Screenings and Events Encourage Healthy Living

A variety of free events, screenings and services throughout Milwaukee, Waukesha and Washington Counties are designed to help residents lead healthy lives. Screenings include:

- Cancer related — lung, skin, prostate, breast, head and neck
- Peripheral artery disease
- Blood pressure
- Blood glucose

In the past year, our health network participated in 135 events focusing on awareness, prevention and education. In addition, 1,012 blood pressure screenings were done and 153 free or subsidized flu shots were given.

Kris Nigro, Froedtert & MCW registered dietitian, leads Healthy Eating classes at the West Bend Senior Center.

“We are fortunate to be able to provide this level of care to those who are uninsured or underinsured. Being part of this support system is a rewarding way to give back to the community.”

Kathleen Sawasky, MD
Volunteer Physician
Community Outreach Health Clinic

FISCAL YEAR 2017 STATISTICS

Free or Reduced Pharmaceuticals Dispensed: 1,207
Radiology Procedures and Laboratory Tests (donated by hospital): 725

FISCAL YEAR 2017 STATISTICS

Medical Visits: 1,655
Dental Visits: 883

2017 Blood Pressure Screenings

A total of 812 blood pressure screenings were conducted in Milwaukee County in the past year. The results of those screenings are listed above.

- Normal: 51%
- Pre-hypertension: 31%
- Hypertension Stage 1: 13%
- Hypertension Stage 2: 4%
- Severe: 1%
SUPPORT FOR VICTIMS OF SEXUAL ASSAULT

Victims of sexual assault can benefit from the Sexual Assault Nurse Examiner Program (SANE) located at our Emergency Departments. The program is available to everyone, regardless of age, gender or ability to pay. Patients see a nurse with special training in helping survivors of sexual assault, as well as a team of trained caregivers.

The Sexual Assault Nurse Examiner Program provides:

- Medical assessment and treatment
- Emotional support and initial counseling
- Medical/legal evidence collection
- Pregnancy risk assessment, if appropriate
- Emergency contraception and STD prophylaxis
- Follow-up telephone call to answer questions
- Information about reporting the crime to police
- Help with crime victim’s compensation
- Education and resource information

Working Together to Find Solutions for a Patient in Need

When Sergio Zopiyacatle Mazahua went to the Albrecht Free Clinic in October 2016, he was having physical and emotional difficulties that were affecting his ability to work. When staff at the clinic teamed up with staff from Casa Guadalupe Education Center, they were able to rule out serious problems and deal with the issues affecting him.

Sergio, 23, works and lives on a dairy farm. His family, including his wife, was not with him and he does not speak English. “Sergio was alone and isolated,” said Laura Salcido, community health navigator and interpreter for Casa Guadalupe in West Bend. “The stress and anxiety of that isolation were causing a lot of problems for him.”

The initial complaint that brought Sergio to the Albrecht Free Clinic was urinary frequency. The clinic referred him to a urologist at the Froedtert & MCW West Bend Clinic, where tests ruled out an infection or blockage. Medication was prescribed to help alleviate the symptoms he was feeling. A month later, he returned to the clinic complaining of dizziness and feeling tired. “The only thing we turned up on his labs was that he was slightly anemic,” said Alissa Mosal, RN, BSN, clinical supervisor. “We also did a sleep study to rule out any issues with sleep apnea.”

While the staff at the Albrecht Free Clinic was looking into Sergio’s physical health, Laura worked with him to deal with the stress and anxiety. “We worked together to change his diet, and he lost weight,” she said. “We also taught him techniques to cope better with stress, such as music.”

Today Sergio is feeling much happier, healthier and productive. His wife recently moved here, and he has been able to stop taking most of his medications. He is very grateful for everything that was done for him both at Albrecht Free Clinic and at Casa Guadalupe. “Everyone has been very professional,” he said. “They treat me well and with respect.”

HEALTHCARE EQUALITY INDEX

Froedtert Hospital was named a “2017 Leader in LGBTQ Healthcare Equality” by the Human Rights Campaign Foundation, the educational arm of the country’s largest lesbian, gay, bisexual, transgender and questioning/queer (LGBTQ) civil rights organization. Community Memorial Hospital and St. Joseph’s Hospital earned top performer status.

Froedtert Hospital earned top marks for meeting non-discrimination and training criteria as measured by the HRC Foundation's Equality Index, a survey that recognizes health care organizations doing the best work in enabling and providing equal care for LGBTQ Americans. Criteria includes patient and employee nondiscrimination policies that specifically mention sexual orientation and gender identity, a guarantee of equal visitation for same-sex partners and parents, and LGBTQ health education for staff members.

“Members of the LGBTQ community, like all individuals, deserve exceptional care delivered with dignity and respect,” said Andres Gonzalez, vice president and chief diversity officer for the Froedtert & MCW health network. “This recognition reflects our commitment to equality and inclusiveness to all patients entering our hospital.”

The Froedtert & MCW health network’s Diversity and Inclusion Program supports a commitment to value and celebrates the wealth of diversity reflected in patients, their families, staff and communities.
PART III: OUR COMMITMENT
to the Health and Economic Vitality of Our Communities

The Froedtert & the Medical College of Wisconsin health network is committed to addressing community health needs through programs and partnerships that improve population health and reduce disparities. To determine how best to meet that goal, we look at the needs of each of the communities we serve and develop plans to meet those needs.

The hospitals in our health network work with community organizations, other health care providers and municipal health departments to conduct a community health needs assessment. “These reports are instrumental in prioritizing significant health needs within each community” said Kerry Freiberg, vice president of Community Engagement. “This allows us to plan and implement strategies to improve the overall health of those communities.”

Partnering With the Milwaukee Bucks to Serve the Community

The Milwaukee Bucks and the Froedtert & MCW health network formed a long-term community partnership in 2016 that is committed to advancing the health and well-being of Milwaukee residents. The partnership focuses on that commitment through a variety of programs and activities.

WORKFORCE DEVELOPMENT

The Froedtert & MCW Learning Center at Carmen High School of Science & Technology is dedicated to training the next generation in fields with a demonstrated need for qualified job applicants. The program prepares students for employment as health care customer service representatives, certified nursing assistants, medical assistants and information technology service center technicians. The Learning Center was created from an unused, outdated machine shop classroom. Students now benefit from a state-of-the-art, hands-on training lab that includes eight hospital beds, mannequins and nursing station components. The program is expected to train more than 300 students and adults in the surrounding neighborhood over the next five years.

Another program brought students from Bradley Tech High School to work in Froedtert & MCW’s TechTerns Light program, a partnership with the Bucks, Milwaukee Area Technical College, Bradley Tech, Froedtert & MCW Froedtert Hospital and Cullen Construction. A group of 20 students went to the newly constructed Sports Science Center to learn about construction jobs and participate in hands-on learning activities. The group also spent time at MATC learning about a variety of trade and health care careers and toured the college campus.

REAL-WORLD EXPERIENCE

Several Carmen High School students participated in a summer apprenticeship program at Froedtert & MCW Community Memorial Hospital and Froedtert Hospital. The students took part in multiweek apprenticeships in areas such as information technology and customer service.

When surveyed about their experience, students’ comments included:
“ I liked being part of a hospital community and having insights of how the hospital functions.”
“ I appreciated exploring something new and going in-depth in different medical softwares.”
“ I was able to meet professionals, learn new things about OT and RT, all while earning money.”
PLAYER CARE AND RESEARCH
The Froedtert & MCW Sports Science Center is the new 77,500-square-foot training facility for the Milwaukee Bucks, located downtown next to the site of the new arena. The building features two full-size basketball courts, an expansive strength and cardio area, hydrotherapy pools and a range of world-class amenities for staff and players.

As part of this collaboration, Froedtert & MCW physicians will be the official health care providers for the Bucks players and will work closely with the Bucks training staff to devise rehabilitation programs and training. The Sports Science Center will also serve as the hub for new athletic performance research endeavors conducted jointly by the Bucks and MCW sports medicine doctors and researchers.

“We are united with the Bucks around a vision to build a healthier and more vibrant Milwaukee,” said Cathy Jacobson, president and CEO of Froedtert Health. “The name Sports Science Center underscores that connection because this innovative new facility sets the stage for advancements in sports medicine and injury prevention that will benefit all of us in the years to come.”

NEW HEALTH CENTER IN THE HEART OF THE CITY
The Froedtert & MCW McKinley Health Center opened next to the Sports Science Center in November 2017. This clinic provides much-needed access to health care services for residents in the surrounding neighborhoods and is our first in the heart of the city. It offers primary care and some specialty care, as well as physical therapy, rehabilitation, imaging and laboratory services.

COMMUNITY ENGAGEMENT
Our partnership with the Bucks extends to working with community leaders, businesses and neighborhoods to address health disparities and chronic disease. A variety of activities throughout the year address these needs, including:

• BucksFit — This program is highlighted by a community-wide 30-day fitness challenge in which members of the community choose to take the BucksFit pledge to incorporate healthy activities into their daily routine. They then have the chance to win Bucks prizes and the chance to participate in a community boot camp held at the BMO Harris Bradley Center.
• Shoot Down Cancer — We joined with the Bucks and the American Cancer Society to host a one-of-a-kind fundraising experience. Fans of all ages were invited to join Head Coach Jason Kidd on the BMO Harris Bradley Center court to show off their shooting skills while raising funds to support cancer research. There were also a variety of activities and educational materials.

The Milwaukee Bucks and the Froedtert & MCW health network were represented at the Shoot Down Cancer Event by (l-r) Bucks President Peter Feigin, Porschla Kidd, Froedtert Health President and CEO Cathy Jacobson and Bucks Coach Jason Kidd.
Meeting the Diverse Needs of the Community

Reaching Out and Giving Back

A variety of classes are designed to address health issues and concerns of the community. Examples include the YMCA Livestrong Program, Living Well with Chronic Conditions, Hands-Only CPR, Be Strong Stay Strong and Healthy Eating.

Drives held throughout the health network allow staff members to give back in a tangible way. In addition to United Way, drives have been held to collect food, holiday gifts and hygiene items.

Other activities are planned to address specific health and safety concerns in the community. A few examples of the wide variety of programs we plan or participate in include:

• Every 15 Minutes is held with local schools to emphasize the dangers of driving while drinking or texting.

Collaborating to Achieve Goals

Advisory committees bring together teams to work with and support local organizations and resources that have a similar mission to the Froedtert & the Medical College of Wisconsin health network’s.

• Community Health Improvement Advisory Committee —
  Key department representatives from Froedtert Hospital work with a variety of stakeholder groups, including racial, ethnic, immigrant/refugee, disabled, elderly and faith-based organizations. Together they address a variety of issues related to improving community health and reducing health disparities.

• Community Outreach Steering Committee (COSC) —
  At Community Memorial Hospital, this group works with local partners to actualize the hospital’s mission to improve the quality of life and enhance wellness resources to meet identified needs. In fiscal year 2017, the COSC awarded nine grants totaling $50,000 to the following organizations: Waukesha County UW-Extension; Waukesha County Community Dental Clinic; School District of Menomonee Falls; National Association of Mental Health of Waukesha County; YMCA of Greater Waukesha County; Tri County YMCA; Germantown School District; HOPE Network for Single Mothers; ERAs Senior Network; and Addiction Resource Council.

• Healthy Community Fund — Through this group, St. Joseph’s Hospital awards funds to groups that are positively impacting community health needs in the county. In fiscal year 2017 the group awarded $222,800 to the following organizations: Albrecht Free Clinic; Boys and Girls Club of Washington County; Friends of Abused Families; Kettle Moraine YMCA; Interfaith Caregivers of Washington County; Senior Citizens Activities, Inc.; Casa Guadalupe Education Center; Elevate, Inc.; Family Promise of Washington County; and The Threshold.

ATHLETIC TRAINING SERVICES

The Froedtert & MCW health network works with 13 high schools to provide medical services to student athletes. Athletic trainers collaborate with and work under the direction of physicians to provide preventive services, emergency care, clinical diagnosis, therapeutic intervention and rehabilitation of injuries and medical conditions. In addition to being at the school every day, they cover all home sports events at no cost to the schools. They also cover events such as the Wisconsin Football Coaches Association game, pictured at left.
Froedtert in Action

Froedtert in Action is an initiative that reaffirms our organization’s commitment to give back to the communities we serve. It provides direct, actionable ways our leaders and staff can get involved and make a difference. A variety of volunteer opportunities and activities are offered each year, including health screenings, gift drives, education at community events, United Way event assistance and more.

Through Froedtert in Action, our organization has donated more than 7,000 volunteer hours and has touched more than 100,000 lives. Our nearly 12,000 employees contribute to our community in immeasurable ways every day.

There are a wide variety of events and activities that staff volunteer for and take part in. A few examples include:

1. Volunteer Center of Washington County’s Do Good Bus
2. Westside Academy’s 8th Annual Health and Wellness Fair
3. Holiday Gift Drive
4. Construction project at Wellspring Education Center & Organic Farm
5. Healthy Shelves Food Drive
6. Discover New Berlin Community Fair
7. Bristol Court Resource Fair
8. City of Milwaukee Health Department Back to School Health Fair
9. Victory Garden Initiative
10. Touched Twice subsidized flu clinic
**JOINING THE COMMITMENT TO GIVE BACK THROUGH THE UNITED WAY**

Froedtert Health supports the United Way campaign each year. In 2016, we surpassed our goal and raised $481,669 for the communities we serve.

- $361,184 was raised via direct donations
- $99,121 was raised via the health network’s direct gift to the United Way
- $15,000 was donated by the health network to water filters in Milwaukee County
- $6,364 was raised by various department activities across the health network

Not captured in these financial totals are the hundreds of volunteer hours from staff and leadership throughout the health network.

The successful campaign underscores the values and generosity of our organization. Tied to the health network’s mission and vision, the work of the United Way of Greater Milwaukee and Waukesha County and the United Way of Washington County supports advancing the health of our communities by supporting the focus on health, education and financial improvements for individuals in our communities.

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**Strengthening the Community Through Diverse Working Relationships**

**SUPPLIER DIVERSITY MISSION STATEMENT**

Our goal is to develop and maintain an equitable and competitive business environment that strengthens the women- and minority-owned business community, while enhancing the relationships between Froedtert Health and the communities we serve.

Froedtert Health is committed to supporting diversity in the businesses and groups we work with. We feel supplier diversity is important because:

- Diversity generates new perspectives and ideas.
- Our suppliers are also our customers.
- Investing in our community is the right thing to do.
- We choose to be a leader in strengthening our local diverse business community.
- We are committed to act as a corporate citizenship role model for our employees and for our community.

“As a major employer in southeast Wisconsin, Froedtert Health has a responsibility to contribute to the region’s economic stability and to support the vibrant local economy,” said Cathy Jacobson, president and CEO of Froedtert Health. “One way in which we can carry out this responsibility is through supplier diversity, a program that allows us to leverage the uniqueness of our community through the marketplace.”

One major project on the Froedtert Hospital campus is the Center for Advanced Care, which houses the heart and vascular center, transplant center and surgical specialty clinic. The Integrated Surgical & Interventional Platform is also located here, consolidating operating rooms in a single area. The construction of this project illustrates the commitment to supplier diversity.

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**Percentage of Minority and Women Business Enterprise (MWBE) Inclusion Planned vs Actual**

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**Dollar Value of MWBE Inclusion Planned vs Actual**

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<td>$4,324,887</td>
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**Total Construction Cost Subject to Inclusion** $28,832,580

**Minority and Women Business Inclusion** $5,981,909 or 21% of Total Construction Cost Subject to Inclusion

**Women Workforce Hours** 11,625 or 5% of Total Hours Worked

**Minority Workforce Hours** 38,610 or 16% of Total Hours Worked

**Apprentices** 96
PART IV: OUR COMMITMENT

to Training Expert Health Care Professionals

The shortage of qualified health care workers is serious and growing nationwide. The Froedtert & the Medical College of Wisconsin health network is committed to addressing this shortage in collaborative and innovative ways. Through our career training programs, workforce development initiatives and relationships with universities and health systems, we are deeply involved in developing tomorrow's health care professionals. In addition, as the state's largest teaching hospital, Froedtert & MCW Froedtert Hospital educates over 1,100 medical students and residents every year. This on-going commitment to the health professionals of the future is at the heart of our mission.

Simulation Center Provides Safe Learning Environment

The Simulation Center at Froedtert Hospital provides an environment for team-based, hands-on training for faculty and staff to work closely with each other as one cohesive care team.

The center consists of a large skills lab and four simulation settings that mimic typical health care environments, such as a patient room, operating room, ICU patient room and trauma bay. In these settings, a variety of simulated hospital cases can take place, including birth simulation, surgeries, trauma, emergency medical procedures and general care.

Simulation-based training accelerates the learning of critical processes, thinking skills, communication and teamwork in a safe learning environment. The overall design reinforces the opportunity for staff to gain valuable experience in a sophisticated yet accessible environment that inspires staff to perform at their highest level and deliver exceptional patient outcomes.

COMMUNITY MEMORIAL HOSPITAL FAMILY MEDICINE RESIDENCY PROGRAM OPTIMIZES LEARNING

The Froedtert & MCW Community Memorial Hospital Family Medicine Residency program in Menomonee Falls offers specialty and inpatient rotations at Community Memorial Hospital, the primary training site, while also featuring an outpatient clinic across the street at Town Hall Health Center, to new Medical College of Wisconsin residents.

The six residents took advantage of learning in both a clinic location and a community hospital setting with access to an academic medical center. The Patient-Centered Medical Home model added to the optimal learning environment.

In addition to providing exceptional training to new residents, the program also helps to address family medicine physician shortages and expands access to quality health care.

The Community Memorial Hospital Family Residency Program residents include (pictured left to right): Brianna Wynne, MD; Omer Aba-Omer, MD; Aisha Yousuf, MD; Paul Son, MD; Sheena Makan, MD; and Samuel Stevens, MD.
The Froedtert Hospital School of Radiologic Technology graduated its first class in 1959. Over its nearly 60 years of operation, the school has graduated more than 600 students, all entering their careers as registered radiologic technologists.

The School of Radiology’s mission is to provide a quality education in both the classroom and clinical settings. The vast majority of students enrolled in the program are also students at one of our six partner universities in Southeastern Wisconsin — UW-Milwaukee, UW-Oshkosh, Concordia University, Carroll University, Marian University and Mount Mary University. Those enrolled at a university will graduate with a Bachelor of Science degree from the university and a certificate in radiography from the program. Additionally, the program accepts individuals who already possess an associate degree or higher and are seeking continued education or a change of career. The graduates of the program serve our patients in the Radiology Department, performing diagnostic X-rays, CT and MRI scans, as well as interventional and breast imaging procedures.

The comprehensive education beginning in the classroom offers the foundation of knowledge required to perform procedures in the clinical areas. The innovative and advanced level of technology and procedures performed in the clinical setting with qualified technologists, paired with the partnership of Medical College of Wisconsin radiologists, leads to an exceptional education. This education translates into exceptional care provided to the thousands of patients who enter our doors.

PROJECT SEARCH GIVES THOSE WITH DISABILITIES REAL-WORLD WORK EXPERIENCE

The Froedtert & MCW health network completed its first Project SEARCH program in summer 2016. Project SEARCH is a nine-month employment training transition program for young adults with disabilities.

Eight interns had the opportunity to complete three rotations lasting 10 weeks each over the program year. Internships varied from medical records (preparing charts/scanning), food services (preparation/cleaning), surgical services (sterilization), emergency room (stocking carts/trays) and case management (clerical).

Froedtert Hospital has the only Project SEARCH program in the state solely focused on working with adults who have graduated from high school and are seeking steady, productive employment.

VIKTOR KREIDER excelled at his assigned tasks during his Project SEARCH internship program at Froedtert Hospital and was hired to work in the hospital pharmacy. Initially, Viktor completed the distribution work pharmacy technicians had become too busy to do, but he quickly outgrew that role. A new position was created for him that allows him to mentor new interns in the Project SEARCH program. Viktor says he is working at his “dream job.”
TWO PROGRAMS OFFER CAREER DEVELOPMENT FOR MID- AND ENTRY-LEVEL STAFF

The Froedtert & MCW Nurse Residency Program is a required component for all new nurses with less than one year of clinical inpatient nursing experience working on inpatient units in the health system. During the nine monthly sessions, the nurse residents engage in group discussions, hands-on activities and simulation-based learning experiences. The nurse residents gain experience and enhance their confidence in areas such as delegation, communication, risk management, emergent situations, time management, patient safety, care coordination, the business of healthcare and self-care concepts. Relationships are established among the nurse residents through socialization activities and networking opportunities. Experienced nurses actively invest in the development of the new nurses through their participation in the creation and implementation of the session activities, positively affecting the culture of nursing throughout our health system.

“Over the course of my time in the Nurse Residency Program, I gained additional confidence, knowledge and skills that have helped to further shape my nursing practice.”

Scott Ramirez
Froedtert Hospital GI Lab

The School at Work (SAW) program is a career development training program offered by the Organizational Learning Department. SAW is a six-month program that focuses on improving healthcare knowledge and core skills of entry-level staff in departments such as Environmental Services and Food and Nutrition Services.

The SAW career ladder system uses two-hour weekly classroom sessions, collaborative group activities and interactive online lessons to implement accelerated learning of the material. Hands-on learning aspects include group work, speeches and study labs to ensure participants grow as individuals and as a team.

The Expanding Career and Healthcare Opportunities (ECHO) program is a four-month program emphasizing critical thinking, team building, communication and problem-solving skills for mid-level staff such as medical assistants and technicians.

The two-hour weekly ECHO classes consist of conventional classroom sessions, collaborative group activities and interactive online lessons.

Nurse Residency Program Prepares New Nurses for a Successful Career

Center for Healthcare Careers Works to Solve Health Care Shortage

The Center for Healthcare Careers of Southeastern Wisconsin, an innovative and collaborative model for developing a diverse sustainable workforce for employers across the healthcare industry, was launched in spring 2016.

Health care employment is projected to grow at a rate of 16 percent over the next 10 years, outstripping manufacturing as the largest employment sector in the manufacturing-heavy Midwest. According to the Wisconsin Department of Workforce Development, nearly 450,000 workers will be needed by 2022 to meet employment demands in the state.

The mission of the Center for Healthcare Careers is to unite all appropriate stakeholders in a viable, flexible structure to locate, educate and support a workforce from service to professional levels in the health care industry in southeastern Wisconsin, with a vision to create a supply of fully skilled and capable individuals prepared to meet the current and future needs of the health care field.

Froedtert Health, Aurora Health Care, Children’s Hospital of Wisconsin, Wheaton Franciscan Healthcare, and Columbia St. Mary’s have formed an alliance in collaboration with Employ Milwaukee to work together to ensure a robust workforce for in-demand healthcare occupations.
Renovations Bring Complex Care to a Single Setting

A multiyear project at Froedtert Hospital is taking complex care to the next level. The hospital’s new surgical and procedural area combines operating rooms, pre- and post-surgery areas and recovery rooms, all adjacent to each other and on one floor. The initiative, known as the Integrated Procedural Platform, combines more than 200,000 square feet on the third floor of the Froedtert Hospital west building. The result is a seamless care environment that enhances safety for patients, supports new medical technology, fosters efficiency and eliminates redundancy.

The 45 suites, which replace the hospital’s old operating rooms built in the 1970s, are complete with the latest in technology and are twice the size of the old rooms. Each one is equipped with advanced imaging, including a neuro-interventional radiology system with four high-resolution cameras, allowing the surgeon to see different angles in a live 3-D image. Froedtert Hospital is one of six hospitals in the country to offer this advanced imaging technology.

BRINGING HEALTHY OPTIONS TO COMMUNITIES IN NEED

Froedtert Hospital is committed to helping individuals manage chronic conditions through access to healthy foods. To do that, the hospital partners with the Fondy Food Center to bring healthy food options to residents in underserved areas of Milwaukee County where access to those foods is limited. From May through November we participate in the Fondy Farmers Market. Last year our booth focused on a variety of health topics, including stroke education and cancer research and education. We also participate in the Winter Farmers Market with health-related topics and activities from November to April. At both the summer and winter markets, staff distribute Froedtert & MCW bags for shoppers to fill with healthy treasures from the various vendors.

2017 Contributions to the Community

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<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percent</th>
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<tr>
<td>Community Health Improvement Services</td>
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<td>Health Professions Education</td>
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Financial data, while unique to Froedtert Hospital, is based on reporting methodology similar to that used by Catholic Health Association of the United States and VHA Guide for Planning and Reporting Community Benefit. All patient care figures reflect the actual cost of care. Data based on unaudited numbers available at the time of report printing.
NEW PRESIDENT NAMED

Teresa (Teri) Lux was named president of Community Memorial Hospital on Jan. 1, 2017. She also serves as the chief operating officer for the leadership team for Community Memorial Hospital and St. Joseph’s Hospital, and for the Emergency Department at Moorland Reserve Health Center in New Berlin. She is responsible for leading all areas of hospital operations and management.

Teri began her career at Community Memorial Hospital as an acute care nurse practitioner in 1999. She has held various positions, from direct patient care to leadership. Prior to being named president, Teri was the vice president of Patient Care Services and chief nursing officer for both Community Memorial Hospital and St. Joseph’s Hospital since 2008.

Programs Designed to Address Priorities

Community Memorial Hospital continues to partner with the Waukesha County Community Health Improvement Plan & Process (CHIPP) to identify and address areas of greatest concern in Waukesha County. Following an extensive analysis of data, the top three health priorities will be opiates, mental health, and nutrition and physical activity. Examples of programs we coordinate or partner in that address these areas are the drug collection events and the Be Strong Stay Strong strength training class. We also offer behavioral health services at the Community Outreach Health Clinic, the free clinic connected to the hospital.

Community Memorial Hospital partners with several groups to address these areas of concern, including the Addiction Resource Council, Community Outreach Health Clinic, Waukesha County Community Dental Clinic and UW-Extension Waukesha County.

2017 Contributions to the Community

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<th>Category</th>
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Healthy Community Fund and Community Partnerships

The Healthy Community Fund was created in 2008 through St. Joseph’s Community Foundation to support community programs and projects throughout Washington County that will positively affect the health and wellness of those living and working within this area. The fund awarded more than $222,000 to 10 area nonprofit organizations last year.

We continue to partner with local organizations such as Albrecht Free Clinic and Casa Guadalupe Education Center to implement our recently completed 2018-2020 health improvement plan. These community partnerships are the key to our work on improving access to care and navigation of community resources; mental health and substance abuse programs; and chronic disease prevention and management.

One demonstration of St. Joseph’s Hospital’s comprehensive patient care is our advanced primary stroke center certification from The Joint Commission. Certification verifies that we administer an established, formal program to treat stroke patients effectively and consistently with the goal of improving care and outcomes. St. Joseph’s Hospital is the only hospital in Washington County to achieve certification, which is valid for up to 24 months.

To be eligible, our hospital had to demonstrate compliance with stroke-related standards as a primary stroke center and meet additional requirements, including those related to advanced imaging capabilities, 24/7 availability of specialized treatments, and providing staff with the education and competencies to care for complex stroke patients.

**2017 Contributions to the Community**

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<th>Category</th>
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Financial data, while unique to St. Joseph’s Hospital, is based on reporting methodology similar to that used by Catholic Health Association of the United States and VHA Guide for Planning and Reporting Community Benefit. All patient care figures reflect the actual cost of care. Data based on unaudited numbers available at the time of report printing.
Thank you to our partners from Milwaukee County:

ACTS Housing
African American Chamber of Commerce of Wisconsin
Black Arts Think Tank
Black Health Coalition
Bradley Tech High School
Carmen Schools of Science & Technology
Centro Hispano
Christ the King Baptist Church
Christian Faith Fellowship Church
City of Milwaukee Health Department
Clarke Square Neighborhood Community Advocates
CORE/EI Centro
Cream City Foundation
Easter Seals / Milwaukee — US Business Leadership Network
Faith Builders International Milwaukee
Fondy Food Center
Gerald L. Ignace Indian Health Center
Goodwill Industries of Southeastern Wisconsin
Greendale Health Department
Guest House of Milwaukee
Hispanic Professionals of Greater Milwaukee
Hmong American Friendship Association
Hmong American Women’s Association
Hmong Chamber of Commerce
Hunger Task Force
IndependenceFirst
Interfaith Older Adult Programs
Jewish Family Services
Journey House
Kappa Alpha Psi Foundation of SE Wisconsin
Kathy’s House
La Causa
Latino Chamber of Commerce
LGBT Chamber of Commerce
Literacy Services of Wisconsin
Local Initiatives Support Corporation
Milwaukee Achiever Literacy Services
Milwaukee Area Health Education Center
Milwaukee Area Technical College
Milwaukee County Department on Aging
Milwaukee County Emergency Medical Services
Milwaukee County Health and Human Services
Milwaukee County Sheriff’s Department
Milwaukee Fire Department
Milwaukee Health Care Partnership
Milwaukee LGBT Community Center
Milwaukee Muslim Women’s Coalition
Milwaukee Public Schools
Milwaukee Urban League
Muslim Community & Health Center
National Association for the Advancement of Colored People (NAACP)
National Black Nurses Association (MCBNNA), Milwaukee Chapter
Next Door Foundation
Nonprofit Center of Milwaukee
North Central Minority Supplier Diversity Council
North Shore Fire and Rescue
Oak Creek Health Department
One MKE
Our Next Generation
Outreach Community Health Center
Pan-African Community Association
Pearls for Teen Girls, Inc.
Progressive Community Health Center
Repairs of the Breach
Salvation Army
Silver Spring Neighborhood Center
Sixteenth Street Community Health Centers
Social Development Commission
St. Ann Center for Intergenerational Care
St. Vincent de Paul Society
The Business Council
The Gathering
UMOS
United Community Center — Bruce Guadalupe
United Methodist Children’s Services of Wisconsin, Inc.
Urban Ecology Center
UWM College of Health Services
Veterans Chamber of Commerce
Victory Garden Initiative
Walnut Way
Washington Park Partners
Washington Park Senior Center
Wauwatosa Community Food Pantry
Wauwatosa Health Department
West Allis/West Milwaukee Heroin Task Force
Westside Academies I & II
Wisconsin Women’s Business Initiative
Word of Hope
YMCA
YWCA

Thank you to our partners from Washington County:

Albrecht Free Clinic
Boy Scouts of America — Bay Lakes Council
Casa Guadalupe Education Center
Celebrate Families
Economic Development Washington County
Elevate Inc.
Family Promise of Washington County
Friends Inc.
Germantown Chamber of Commerce
Germantown Community Scholarship Fund
Germantown Fire Department
Germantown High School
Germantown Park & Recreation Department
Germantown Police Department
Germantown Youth Futures
Hartford Area Chamber of Commerce
Hartford Union High School
Heroin Task Force
Interfaith Caregivers of Washington County
Kettle Moraine YMCA
Kewaskum High School
Kiwanis of Germantown
Leadership Germantown
Leadership West Bend
Rotary Club of Washington County
Senior Citizens Activities, Inc.
Spaulding Clinical Research
St. Boniface Food Pantry
Threshold Inc.
United Way of Washington County
UW-Extension Washington County
Volunteer Center of Washington County
Washington County Human Services
Washington County Shared Ride Taxi
Washington County Workforce Alliance
Washington Ozaukee Public Health Department
Wellsprings, Inc.
Well Washington County
West Bend Chamber of Commerce
West Bend Fire Department
West Bend High Schools
Youth & Family Project, Inc.

Thank you to our partners from Waukesha County:

Addiction Resource Council
Bobbie Nick Voss Charitable Funds
Christmas Clearing Council of Waukesha County
Drug Free Communities Waukesha County
ERAs Senior Network
HOPE Network
La Casa de Esperanza
Leadership Menomonee Falls
Lisbon Fire Department
Menomonee Falls Area Food Pantry
Menomonee Falls Chamber of Commerce
Menomonee Falls Community Education and Recreation
Menomonee Falls Fire Department
Menomonee Falls Lions Club
Menomonee Falls Police Department
New Berlin Chamber of Commerce
New Berlin Police Department
School District of Menomonee Falls
School District of New Berlin
Shady Lane Greenhouses
Sussex Area Chamber of Commerce
Sussex Area Outreach Services
Sussex Hamilton School District
Sussex Senior Center
Town of Lisbon
Tri-County YMCA
UW-Extension Waukesha County
Village of Sussex Recreation Department
Waukesha County Business Alliance
Waukesha County Community Dental Clinic
Waukesha County Health & Human Services
Waukesha County Heroin Task Force
Your Choice, Inc.

Thank you to our partners from multi-county areas:

AIDS Resource Center of Wisconsin
Aging and Disability Resource Centers
American Cancer Society
American Diabetes Association
American Heart Association
American Lung Association
BloodCenter of Wisconsin
Boys & Girls Clubs
Easterseals Southeast Wisconsin
Head & Neck Cancer Alliance
Horizon Home Care & Hospice
INROADS
LindenGrove
National Alliance on Mental Illness (NAMI)
National MS Society — Wisconsin Chapter
Susan G. Komen Southeast Wisconsin
United Performing Arts Fund
United Way of Greater Milwaukee & Waukesha County
Urban Economic Development Association of Wisconsin
Wisconsin Institute for Healthy Aging

We also thank the hundreds of partners whose collaboration with the Medical College of Wisconsin is improving the health of our community.